State of Montana
Department of Corrections

Agency IT Plan
Fiscal Year 2012-2017

March 2012

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When I started working for the Department in 1997 the Department had just started an effort to expand the network from the existing three file servers located outside of the Helena central office.   These servers were located at Montana State Prison, Montana Women's prison and Pine Hills Youth Correctional Facility.   These three locations were also the only locations that had a direct connection to the state network. All of the other offices utilized shared modems to connect to a bank of 12 modems located at the central office to access ZIP Mail and the Adult Correctional Information System (ACIS). At MSP staff could dial into a PC Anywhere session in the old Admin building to get their ZIP Mail and connect to ACIS (two at a time). A combination of Rally Router Gateway sessions and these modems would allow up to 30 department staff to connect to ACIS at the same time
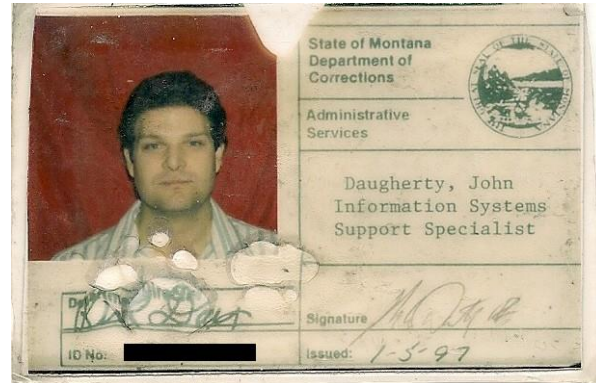
The Department had just been funded to connect our field offices to the state network and ZIP mail so we could communicate and share information better.   That same funding is what gave the Department the FTE to hire me, Mike Raczkowski, and Pat Dewitt as part of this effort. That biennium we also become the first Department of Corrections in the nation to connect to an automated Victim Notification system.

I remember looking at all of the work that needed to be done to connect our field offices to the state network and to give the Department staff the tools needed to get them the information they needed, when they needed it.   The tasks ahead were daunting and the work that was needed to get us where we needed to be was almost overwhelming. We forged ahead. I remember the feeling of accomplishment when we turned off that bank of modems because the last field office was connected to the network. Field staff no longer had to share phone lines and slow modem connections to get their work done.

Today I survey the landscape and see that we have three file servers outside of Helena, located at Montana State Prison, Montana Women's Prison/Billings Probation and Parole, and Pine Hills Youth Correctional Facility.   We have come almost full circle, expanding from the 3 servers to a server count of nearly 50, then back to 3 file servers in such a short period of time.   The continual advances in technology have allowed us to continually increase the speed of our field office connectivity while other advances have removed the need for the local hardware we once had to rely on. We have a modern, web based, Offender Management Information System that has nearly 300 users connected at the same time on most workdays. This year we also became the first Department of Corrections in the nation to pilot a Victim Notification process that is destined to become a national standard.

As I survey where we are today I can't help but look at what is needed to move us into the world of secure mobile computing, to give our staff the tools needed to get them the information they need, when they need it, and **where they need it**.   The task ahead is daunting and a lot of work is required to get us where we need to go, however history shows that we are but a few steps away from realizing this vision.
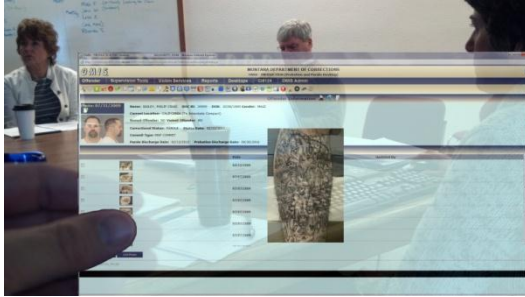
I picture myself in the year 2027 reflecting on the year 2012 and how that compares to our desire to move into the utilization of thin film transistor devices utilizing the latest memristor technology wirelessly powered by efficient electromagnetic induction.   But who am I kidding? We will see this happen long before 2027!

I want to thank every division in the Department for meeting with me and my staff as we mapped out our future needs in Information Technology in the development of this plan.   We had many up and downs in the last biennium, from the highs of the Information Technology Bureau being elevated to a division, moving to the State of Montana Data Center, completing the consolidation project, and upgrading OMIS and YMS to version 2.0, to the low of a 10% reduction in IT staffing levels. Through it all I was blessed to work with the most talented staff in the world and I greatly appreciate their hard work and dedication to the Department.

John Daugherty
Chief Information Officer
Information Technology Division

SECTION 1: AGENCY ADMINISTRATIVE INFORMATION

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IT Inventory

The IT inventory database located at http://mine.mt.gov/enterpriseitinventory was updated in October 2011 As required by MCA 2-17-524(3)(c) the plan will be updated by June 30th, 2012.

SECTION 2: AGENCY IT MISSION

2.1 Agency Mission Statement

The Montana Department of Corrections enhances public safety, promotes positive change in offender behavior, reintegrates offenders into the community and supports victims of crime.

2.2 Agency Information Technology Division Mission Statement

The Information Technology Division provides leadership, strategic direction, guidance and expertise for gathering, storing, protecting, interpreting, improving, and presenting information critical to the Department's mission.

3.1 Security Program

The Department of Corrections has a responsibility to protect and secure the information it receives, generates, and stores. Accordingly, the Information Technology Division (ITD) has begun the development and implementation of a National Institutes of Standards and Technology (NIST) based IT Security Program. The security officer is in the process of auditing systems, reviewing and updating processes, and developing security policies. We anticipate that it will take 18 to 24 months to fully audit, review, and update policies and procedures. The components of the Security Program and the status of implementing the components are described below:

ROLES AND RESPONSIBILITIES: ITD is in the process of writing a Security Roles and Responsibilities document that defines the roles and responsibilities for Department staff as it relates to IT security. This document, based on NIST Special Publication 800-37, is still in the development process. The COR Director has designated an Information Security Manager as required by MCA 2-15-114 as of July 1, 2011.

ENTERPRISE SECURITY PLAN: ITD is writing an Enterprise Security Plan that presents a plan for securing all COR Systems. All information systems owned and operated by the State of Montana have some level of sensitivity and require the appropriate level of protection. The Enterprise Security Plan will consist of all policies and procedures necessary for securing information and will include training requirements and security awareness for users and a risk assessment plan. It will provide an overview of the security requirements for the systems and describe the controls planned for meeting those requirements. This plan also defines the responsibilities and expected behavior of all individuals who access COR systems.

SECURITY AWARENESS AND TRAINING PLAN: The Information Security Awareness and Training Program is in the process of being developed in accordance with NIST guidance, SP 800-16 "Information Security Training Requirements: A Role- and Performance-Based Model" and 800-50 "Building an Information Technology Security Awareness and Training Program".

RISK ASSESSMENT PLAN: The risk assessment plan is currently in the approval and review process. Once it is approved, all COR systems will be evaluated according to the plan, starting with those deemed the most high value systems. The risk assessment plan is based on the NIST SP 800-30, "Risk Management Guide for Information Technology Systems".

POLICIES AND PROCEDURES: The policies and procedures required for the Enterprise Security Plan are being developed and approved. Both the risk assessment and training requirements plans are currently in the approval process. The following policies or procedures are currently being developed:

- Information Security Incident Policy
- Breach Notification Procedure
- Password Requirements Procedure
- Mobile Device Policy
- Personal Protected Information/Social Security Number Protection Procedure

Updates to existing policies, and new policies drafted, will include alignment with NIST publications and State information technology policies, standards, procedures, and guidelines published by the Department of Administration, State Information Technology Services Division and found at http://itsd.mt.gov/policy/itpolicy.asp.

3.2 Continuity of Operations / Continuity of Government (COOP/COG) program

The Department of Corrections joined with the Department of Administration *Continuity Services* for the development of our agency's Continuity of Operations Capabilities, which will provide the plans and structure to facilitate response and recovery capabilities to ensure the continued performance of the State Essential Functions of Government. This program involves two Blocks of focus; the first is to complete the Business Continuity Plans (BCP) involving two phases, the second Block works on the specific business processes or activity plans such as Emergency Action Plans (EAP), Information System Contingency Plan (ISCP), Communications Plans, Incident Management Plans, and more.

The Department of Corrections Central Office is currently developing 75 BCP plans spread across various divisions which include; Director's office, Information Technology, Youth Services, Staff Services, Adult Community Corrections, and Administrative and Financial Services.   This planning also includes various regional offices.   The planning effort involves approximately 20 planners from the areas listed above.   The projected date for phase I completion is projected to be August 1, 2012 and completion of BCP Phase II is expected in early 2013.

Integration of these three programs is critical to the confidentiality, integrity, and availability of information, which is associated with each program.

Future COOP Program Plans

The Department of Corrections Emergency Preparedness Unit will introduce the Department of Administration Continuity Services BCP initiative to all DOC facilities, including secure care in 2012-2013. The Department Emergency Operations Plan requires that each facility have COOP plans in place and this Emergency Preparedness Unit will actively support each facility's effort to develop their plans.

SECTION 4: AGENCY IT PLAN – GOALS & OBJECTIVES

The Department of Corrections Information Technology Division supports the Business goals of the Department of Corrections.

Montana Department of Corrections Business Goals:

- ✓ To maintain the safety of the Montana public and the security of our citizens, communities, and homes.
- ✓ To earn public trust through openness and responsiveness.
- ✓ To provide accurate, timely information and support that contributes to the restoration of victims of crime.
- ✓ To reduce the risk of offenders committing more crimes by enhancing treatment programs in secure facilities and increasing dependence on community corrections programs and services, all of which are designed to help offenders succeed as productive, law-abiding citizens and remain out of prison.
- ✓ To operate correctional programs that emphasize offender accountability and rehabilitation, staff professionalism and responsibility, public safety, and efficient use of taxpayer dollars.
- ✓ To provide an employment and program environment based on professionalism, personal responsibility, and respect for each individual.

4.1 Goals

GOAL NUMBER 1: UTILIZE A PROJECT MANAGEMENT MODEL

ITG 1   Utilize a project management model for all information system enhancement activities lasting over 100 hours.

Description:

> IT will follow an appropriate level of project management for all OMIS and YMS enhancement activities over 100 hours in duration that are requested by the Department.

Benefits: What benefits are realized and who realizes the benefits?

> This will benefit the Department and the taxpayers by utilizing a process that will enable us more effectively manage enhancements to these systems.

Which state strategic goal(s) and/or objective(s) does your goal address?

This goal supports state IT goals 1, 2, 3, 4, and 5

Supporting Objective/Action

ITO 1-1   All enhancement requests to the Department's information systems (Offender Management Information System (OMIS) and Youth Management System (YMS)) estimated to take more than 100 hours to complete will be managed using a formal project management model.

Describe the business requirements or business problem driving this objective.

Enhancements to the system must be driven by a business need which will be addressed in the change request.

Describe the benefits to be derived from the successful completion of this objective.

This will allow for the change requests from all the Divisions to be reviewed and compared in a consistent manner.

Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this objective).

Risks of not following this process include the system being out of alignment with business needs and processes.

What is the timeframe for completion of this objective?

This process will continue for the life of this strategic plan and will be re-evaluated as needed. At the end of each biennium ITD management will evaluate this objective to determine if it should be carried forward.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?

Determination made by the successful utilization of this process for all enhancement requests that meet the objective's criteria.

Supporting Objective/Action

ITO 1-2   Every significant enhancement will have a signed charter from the project sponsor, a project scope document, and a communication plan.

Describe the business requirements or business problem driving this objective.

In order to successfully implement a change to OMIS or YMS it is imperative that the business units affected by the change are committed to the successful implementation of the change and provide the necessary subject matter experts needed for success.

Describe the benefits to be derived from the successful completion of this objective.

New system functionality that meets the needs of the Department.

Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this

objective).

> Lack of participation by the Division(s) requesting the change which could result in a product that does not meet customer expectations.

What is the timeframe for completion of this objective?

> This process will continue for the life of this strategic plan and will be re-evaluated as needed.   At the end of each biennium ITD management will evaluate this objective to determine if it should be carried forward.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?

> Determination made by the successful utilization of this process for all enhancement requests that meet the objective's criteria.

Supporting Objective/Action

ITO 1-3   Produce and update feature documentation throughout the cycle and conduct development status sessions.

Describe the business requirements or business problem driving this objective.

> The staff assigned as subject matter experts, the division making the enhancement request, and IT management need the ability to review the requirements as they develop to ensure that each enhancement will meet the stated needs, is on track, and program development is not outside of the agreed upon scope.

Describe the benefits to be derived from the successful completion of this objective.

> New system functionality that meets the needs of the Department.

Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this objective).

> Lack of participation by the Division(s) requesting the change could result in a final product that does not meet the customers' expectations, or failure to reach completion of the enhancement.

What is the timeframe for completion of this objective?

> This process will continue for the life of this strategic plan and will be re-evaluated as needed.   At the end of each biennium ITD management will evaluate this objective to determine if it should be carried forward.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?

> Determination made by the successful utilization of this process for all enhancement requests that meet the objective's criteria.

ITG 2   Enhance the quality of data contained within the Department's information systems (Offender Management Information System (OMIS) and Youth Management System (YMS)).

Description:

To provide all interested parties the most accurate and reliable offender information possible.

Benefits: What benefits are realized and who realizes the benefits?

Beneficiaries include, but are not limited, to the Department of Corrections, Department of Justice, State, Local and Federal Law enforcement, Legislative activities, crime victims, and taxpayers of the state.

Which state strategic goal(s) and/or objective(s) does your goal address?

This goal supports state IT goals 1, 2, and 3

Supporting Objective/Action

ITO 2-1   Reduce the number of data errors in our databases (including missing or incomplete data) by running existing and creating new programming procedures designed to catch errors on a regular basis and when data quality issues are identified.   These reports will be published to the Department Intranet site for management and staff to review.

Describe the business requirements or business problem driving this objective.

Providing inaccurate information to law enforcement and others puts public safety at risk and undermines the credibility of DOC within the community, the legislature and the general public.

Describe the benefits to be derived from the successful completion of this objective.

All interested parties will be provided with timely, accurate, and reliable offender information. Common data errors will be identified and reported to training staff. Statisticians will continue to work with training staff in developing training programs to mitigate data entry errors.

Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this objective).

Potential risks associated with this objective are inaccurate information being delivered to law enforcement, crime victims and others.

What is the timeframe for completion of this objective?

This process will continue for the life of this strategic plan and will be re-evaluated as needed.   At the end of each biennium ITD management will

evaluate this objective to determine if it should be carried forward.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?

> Internal quality monitoring processes in conjunction with input from the courts, law enforcement and the general public will continuously provide feedback on information accuracy and reliability. This information is collected from various sources, including internally created monitoring processes, information submitted via email, postal mail, and telephone contact from outside parties.

DOC Statisticians run data quality programs that search for bad date entries, timeliness of data entry, incomplete data and missing legal judgments. Statisticians continuously monitor for incorrect and missing data and resolve problems by going back to the source of the bad information.

ITO 2-2	Utilize the Department's change request process to recommend enhancements to OMIS/YMS to reduce the likelihood of repeat errors within 30 days of discovering a data error that could be reduced by modifying the Department's information system.

Describe the business requirements or business problem driving this objective.

> Providing inaccurate information to law enforcement and others puts public safety at risk and diminishes the credibility of DOC within the community, the legislature and the general public.

Describe the benefits to be derived from the successful completion of this objective.

> All interested parties will be provided with accurate and reliable offender information. Common data errors are identified and reported to training staff. Statisticians continue to work with training staff in developing training programs to mitigate data entry errors.

Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this objective).

> Potential risks associated with this objective are inaccurate information being delivered to law enforcement, crime victims and others. Another risk faced is the input of bad, incomplete, and inaccurate information being entered into OMIS and YMS by DOC staff, which could have been prevented by a programming change (e.g. providing drop down lists, etc.) Depending on the type of error, providing inaccurate information could produce results that range from minor miscommunications to putting someone's life at risk.

What is the timeframe for completion of this objective?

> This process will continue for the life of this strategic plan and will be re-evaluated as needed. At the end of each biennium ITD management will evaluate this objective to determine if it should be carried forward.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?

Internal quality monitoring processes, in conjunction with courts, law enforcement and the general public feedback will continuously provide feedback on information accuracy and reliability.

DOC Statisticians run data quality programs that search for bad date entries, timeliness of data entry, incomplete data and missing legal judgments. Statisticians continuously monitor for incorrect and missing data and resolve problems by going back to the source of the bad information.

Corrective action taken is dependent on the type of error found, the number of instances of the error, and the number of sources introducing the error. For example a recent discovery that supervision levels on officer's caseloads in the system did not match the manual tracking that was being reported on the officers monthly report resulted in creating a report to show the differences for each level for each region. This report was provided to all regional administrators and follow up reports generated on a regular basis to show progress in the field staff fixing these errors. Once all errors are corrected the report will be run periodically and distributed if the errors reoccur. These reports are then saved and made available to show the progress during the correction process.

For other less widespread errors, such as a single person entering incorrect information, that person is contacted and requested to fix the error. This is recorded in the service desk software as a task completed.

ITO 2-3   Within five days of discovering a user generated data error, contact will be made with the user. Subsequent meetings will be held to determine the cause, research solutions, and counsel staff , when necessary, to correct the error.

Describe the business requirements or business problem driving this objective.

Providing inaccurate information to law enforcement and others puts public safety at risk and diminishes the credibility of DOC within the community, the legislature and the general public.

Describe the benefits to be derived from the successful completion of this objective.

All interested parties will be provided with accurate and reliable offender information. Common data errors are identified and reported to training staff. Statisticians continue to work with training staff in developing training programs to mitigate data entry errors.

Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this objective).

Potential risks associated with this objective are inaccurate information being delivered to law enforcement, crime victims and others. Another risk faced is DOC supervision staff acting upon bad, incomplete, and inaccurate information residing in OMIS and YMS.

What is the timeframe for completion of this objective?

This process will continue for the life of this strategic plan and will be re-evaluated as needed. At the end of each biennium ITD management will evaluate this objective to determine if it should be carried forward.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?

Internal quality monitoring processes in conjunction with courts, law enforcement and the general public will continuously provide feedback on information accuracy and reliability.

DOC Statisticians run data quality programs that search for bad date entries, timeliness of data entry, incomplete data and missing legal judgments. Statisticians continuously monitor for incorrect and missing data and resolve problems by going back to the source of the bad information.

GOAL NUMBER 3: AUTOMATE BUSINESS PROCESSES WHERE POSSIBLE

ITG 3   Where possible, automate business practices to make the practices more efficient and cost effective

Description:

ITD will continue to look for opportunities to automate and sponsor automated systems that will afford a business practice to operate in a more efficient manner.

Benefits: What benefits are realized and who realizes the benefits?

This will benefit the Department and the taxpayers by allowing business processes to be more accountable, cost effective and timely.

Which state strategic goal(s) and/or objective(s) does your goal address?

This goal supports state IT goals 1, 2, 3, and 4.

Supporting Objective/Action

ITO 3-1   Evaluate current business practices and make recommendations where applicable to automate process.

Describe the business requirements or business problem driving this objective.

The Department strives to reduce costs incurred in its business practices and often simple automated IT solutions might reduce man-hours required to accomplish a manual process. Automated processes also afford the Department the ability to implement internal controls that were previously unavailable or often times very time consuming.

Describe the benefits to be derived from the successful completion of this objective.

This will increase our ability to establish and enhance internal controls, protect private information and increase accountability.

Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this objective).

> Risks in regard to not completing the objective would maintain status quo on processes that could be expedited and reduced in terms of resources required to accomplish those processes.

What is the timeframe for completion of this objective?

> This objective will be ongoing as needs arise based on input or requests from various business units and/or evaluation by ITD (Information Technology Division)

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?

> As this will be on ongoing objective, performance measures can be established based on projects implemented/completed and ongoing development in current systems.

GOAL NUMBER 4: PARTICIPATE IN DEPARTMENT OFFENDER REENTRY INITIATIVE

ITG 4   Participate in the Department offender reentry initiatives to the fullest extent resources allow.

Description:

> The Department has launched the Montana Reentry Initiative in order to create a more seamless system of effective services for adult offenders, beginning with their arrival in correctional facilities and extending through the day they complete their sentences and leave state supervision. Various aspects of this initiative require IT support in order to automate processes, measure performance, and attain efficiencies.

> The Youth Services Division also has youth specific reentry initiatives that will require IT support in order to automate processes, measure performance, and attain efficiencies.

Benefits: What benefits are realized and who realizes the benefits?

> This will benefit the Department, the offenders we supervise, and the taxpayers by reducing recidivism.

Which state strategic goal(s) and/or objective(s) does your goal address?

> This goal supports state IT goals 1 and 2

Supporting Objective/Action

ITO 4-1   IT will participate in the initiative by being involved in the Department

Reentry committee, the Billings Area Task Force reentry project, and various other working groups that require IT involvement.

Describe the business requirements or business problem driving this objective.

The Department requires IT involvement in the planning stages of this initiative as the plan is developed.

Describe the benefits to be derived from the successful completion of this objective.

The Department reentry initiative will utilize information technology to the fullest extent possible to ensure consistency in the delivery of offender services necessary to ensure successful reentry into the community.

Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this objective).

Without IT involvement in this process we run the risk that the reentry process will fail. Without the computerized data, tracking, and accountability systems for staff use and information sharing.

Without an automated risk assessment tool and computerized reentry plan the reentry effort will probably not succeed.

What is the timeframe for completion of this objective?

This process will continue for the life of this strategic plan and will be re-evaluated as needed. At the end of each biennium ITD management will evaluate this objective to determine if it should be carried forward.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?

Determination made by the participation and involvement of IT in the reentry initiative and development of a Department Reentry plan that successfully utilizes IT resources to meet objectives.

Supporting Objective/Action

ITO 4-2   Assist in the development of performance measures and analysis of data necessary to measure program effectiveness; creation of required reports and preparation of lists of program candidates based upon selection criteria provided.

Describe the business requirements or business problem driving this objective.

This initiative requires the gathering of statistical information relating to the target population in order to determine the candidates. There is also a need to develop the criteria needed to measure success and the analysis of data to see if those criteria were met.

Describe the benefits to be derived from the successful completion of this objective.

The Department reentry initiative will have the information needed to make

decisions necessary in the selection of candidates, evaluation of progress, and results of the programs that are put in place.

Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this objective).

Risks of not participating in this process include the inability to produce any outcome measurements.

What is the timeframe for completion of this objective?

This process will continue for the life of this strategic plan and will be re-evaluated as needed. At the end of each biennium ITD management will evaluate this objective to determine if it should be carried forward.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?

Determination made by the participation and involvement of IT in the reentry initiative and the provision of reports and performance measures that successfully meet objectives of the reentry plan.

Supporting Objective/Action

ITO 4-3 Enhance the Offender Management Plan (OMP) and the Offender Management Information System (OMIS) and Youth Management System (YMS) as necessary in order that the offenders changing needs, program participation, and progress can be recorded and reviewed. Enhance the reentry plan reports in OMP as needed to reflect ongoing business process changes.

Describe the business requirements or business problem driving this objective.

The Department utilizes OMIS and the OMP to capture data relating to our offenders which will require updates and enhancements as part of this initiative.

Describe the benefits to be derived from the successful completion of this objective.

This will allow real time data on offenders to be available to department staff who make decisions that support the reentry initiative. These improvements will also result in the replacement of individualized and outdated database that are currently used to track information needed by the various work areas throughout the department. It would result in OMIS and OMP becoming our central location for all information relating to this initiative.

Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this objective).

Risks of not participating in this would result in an inability to access current information relating to the status of the participants from within OMIS. It would also make it difficult to create any automated reports.

What is the timeframe for completion of this objective?

This process will continue for the life of this strategic plan and will be re-evaluated as needed.   At the end of each biennium ITD management will evaluate this objective to determine if it should be carried forward.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?

Determination made by the creation of updates to OMIS, YMS, and OMP that meet the needs of the reentry initiative to allow the Department to meet the plan objectives.

Supporting Objective/Action

ITO 4-4   Automate the Risk, Needs, and Strengths Assessment tool selected by the reentry team in a manner that will allow the assessment to be completed and the results recorded in the Offender Management Information System (OMIS)

Automate the creation of offender goals and programming in the Offender Management Plan (OMP) based upon the assessment results of the Risk, Needs, and Strengths Assessment.

Describe the business requirements or business problem driving this objective.

The Department will select a comprehensive Risk, Needs, and Strengths assessment tool that will be used to assess offenders as they progress through the reentry process.   This tool must be automated in order to provide consistency in the placement of offenders.

Describe the benefits to be derived from the successful completion of this objective.

The Department will be able to make better use of program resources and make better choices in the programs needed by our offenders to be successful when they reenter the community.

Describe the anticipated risks associated with this objective. (e.g., risks associated with inaction or not completing this objective; risks associated with completing this objective).

The risk of not automating this tool would make it nearly impossible to tie the results of this tool to effective program placement and review of offender progress as they move through the various stages of supervision. The inability to automate this tool may be the difference between success and failure of the Department reentry efforts as all reentry plan development will begin with this assessment.

What is the timeframe for completion of this objective?

This process will continue for the life of this strategic plan and will be re-evaluated as needed.   At the end of each biennium ITD management will evaluate this objective to determine if it should be carried forward.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?

Determination made by the automation of the selected tool used for the assessment and the automatic creation of OMP assignments based upon the assessment results.

5.1 IT Initiatives FY2012 through FY2013

FY 12/13 Initiative 1 - Title: Montana Women's Prison Security Control System replacement

Description: The security control systems at Montana Women's Prison, which monitor access activity with 29 cameras, monitor and record interior activity with 32 cameras, operate 167 security doors and allow two-way communications over 150 intercoms, have never been fully integrated. Since their installation, beginning in 2001, they have been plagued with numerous breakdowns which have resulted in prolonged outages while repairs are accomplished. During those outages manual procedures are put into action allowing the facility to function. However, the outages greatly increase the risks to the safety and security of staff and offenders. This project will replace older equipment and systems and integrate the systems to allow their control from a single location, thereby enhancing the safety factor at MWP.

The Department of Corrections, in collaboration with the Department of Administration's State Procurement Bureau, will develop and release an RFP for the procurement, installation and maintenance of a new, and fully integrated, control system.

EPP Number (if applicable): DP302

FY 12/13 Initiative 2 - Title: Victim Information and Notification Expansion

Description: Upgrade the department's Victim Information and Notification Everyday (VINE) system to track probationers and parolees. This will include identifying locations and triggering events that will be used to create new notifications. Areas of focus will be status changes such as: Prerelease to parole, probation, intensive supervision Parole to probation; Parole or Probation back to secure custody; and release from supervision.

EPP Number (if applicable): DP602

5.2 IT Initiatives FY2014 through FY2017

At this time the Department has not yet finalized the selection of any IT initiatives requiring an EPP submission to the 2013 legislature. The IT supplemental process will be used for submission of any initiatives that are selected and developed after the submission of this plan. Following the 2013 legislative session any approved initiatives will be moved to this section.

Initiatives currently under consideration by the Department include, video conferencing system replacement and expansion, Door control system upgrades at two facilities, acquisition of various software systems, expansions of video surveillance systems, and replacements of existing end user devices.

5.2 Other IT Initiatives

Other IT Initiatives are those initiatives of the Department that do not require an EPP submission and do not meet DOA SITSD requirements for inclusion in the IT plan initiative section. The Department includes these initiatives here as part of our Department IT plan for planning purposes.

OTHER INITIATIVE 1- Title: Family to Inmate e-messaging

Description: E-Messaging would provide a new way for inmates to maintain contact with their friends and family. This would allow offenders' families to write electronic letters 24 hours a day, 7 days a week for approximately the price of a postage stamp. These e-messages would be printed at the facility and delivered to the inmate with mail delivery, or potentially be delivered to an MP3 player when they sync up, or potentially be delivered on a kiosk/inmate use computer when that technology becomes available. An added benefit would be the ability to use online translator services to translate any electronic messages that are sent in another language. A hand written letter in another language has to be manually translated for review. These systems are generally funded the way the telephone systems are: the cost of sending the message provides all funding for the service and printing of the messages. If there is any profit after paying for the system's expenses, it would be placed in the Inmate Welfare Fund.

OTHER INITIATIVE 2- Title: Inmate Video visitation

Description: The intent of video visitation is not to eliminate in-person visitation, but rather would provide one more way for families and friends to remain in contact with incarcerated offenders. The National Criminal Justice Reference Service stated, "video conferencing can be used to increase inmate-family contact and strengthen inmate connections to the outside world." There are many companies that provide this service using the same costing model as inmate phone systems. The company that would win the bid to provide the service would be responsible for all equipment and bandwidth necessary to provide the service. As with the inmate phone system any profit after expenses would be placed in the inmate welfare fund.

SECTION 6: ENTERPRISE ALIGNMENT

Communities of Interest Participation

- ☑ Government Services

- ☑ Public Safety

- ☐ Human Resources

- ☐ Environmental

- ☑ Education

- ☐ Economic

- ☐ Cultural Affairs

- ☐ Finance

Additional communities of interest the Department participates in include: the Corrections Technology Association, National Consortium of Offender Management Systems, and Rocky Mountain Technology and Assessment Committee (regional committee under the umbrella of the National Law Enforcement and Corrections Technology Center).

Expense Category	FY2012		FY2013		FY2014		FY2015		FY2016		FY2017
Personal Services 23.5 FTE	1,692,421		1,692,868		1,692,868		1,692,868		1,692,868		1,692,868
Operating Expenses	425,077		425,129		425,129		425,129		425,129		425,129
Initiatives											
SITSD fixed cost expenditures	1,460,844		1,460,844		1,460,844		1,460,844		1,460,844		1,460,844
Totals	3,578,342		3,578,841		3,578,841		3,578,841		3,578,841		3,578,841

SECTION 8: ADDITIONAL PLANNING DOCUMENTS

8.1 Application Development Strategy FY 2012-2015

The department has utilized computerized offender management systems since the late 1970s that continue to evolve as the department needs have evolved. The current Offender Management Information System (OMIS) has been progressively and successfully modified to support changes in legislation and business processes since it was first implemented in September of 2008.

The Youth Management System (YMS) was released in May 2009 utilizing the same methodologies used to develop OMIS. The Employee Service Center (ESC) is scheduled for release April 30, 2012.

The Application Development Bureau is continually developing new functionality and enhancements to OMIS and YMS meeting the business needs of the Department, Divisions, and staff that use the systems.

During the initial development of OMIS, it was determined that business changes would be the driver for changes in the application and that development would be based upon business needs. The continual enhancements to these systems to meet the Department business needs necessitate the creation of a plan for the overall strategy and direction Department application development.

Support and Maintenance

There are three areas of consideration in the support and maintenance of these internally developed applications.

First is general maintenance and support. This involves fixing defects and adding minor enhancements to existing functionality to meet evolving changes in business processes. Developers also manage support calls for issues that the users are having with the applications. This general maintenance and support utilizes approximately 1/3 of the development resources available, which directly impacts time required to add new functionality to the applications.

Second is maintaining and upgrading the technology the systems are built on. This enables the introduction of new technology, enables on-going support, and ensures that the system does not become obsolete as technology changes. These changes are propagated in such a way as to not put the current system at risk. They will be carried out in an incremental manner as part of other work on the system when possible. As modules and functions need major changes because of business needs, they will be re-developed, effectively moving to the new architecture and ensuring a development path that maintains compatibility of existing code. Inevitably, there will be times that these changes will be complex and require a code freeze as the new technology is implemented system wide.

Third is continued refinement of the development process used in the maintenance of existing and the development of new functionality within the systems. This ensures that development is carried out in such a way as to reduce risk while making changes in the most efficient and effective manner possible. The department utilizes an agile development approach that is more

dynamic than the traditional waterfall approach.   This methodology is less structured in formal sign off points and requires full business participation in an iterative development, design, planning, and testing process.

OMIS and YMS Enhancements

Program code development must ensure the system is responding to and supporting the business needs of the department while remaining reliable.

Our IT shop faces a constant and ever expanding backlog of requests for enhancements and a lack of resources to implement them all concurrently.   Available resources are impacted by other demands within the department and are split between OMIS, YMS, development of an employee application, and assistance with other third party applications that rely on and interface with our applications.

After the implementation of OMIS it was determined that enhancements would be implemented on a first come, first served basis.   Initially, IT staff was able to keep up with requests, this process worked, however as the systems continue to grow the amount of support and maintenance also continues to grow.   Development requests continue to increase from all areas of the Department and a majority of these requests are submitted as high priority.   Continuing to manage these requests the way we have been is no longer a viable process and we need to have more interaction amongst the business process owners in order to ensure the most business critical requests are getting the required attention.
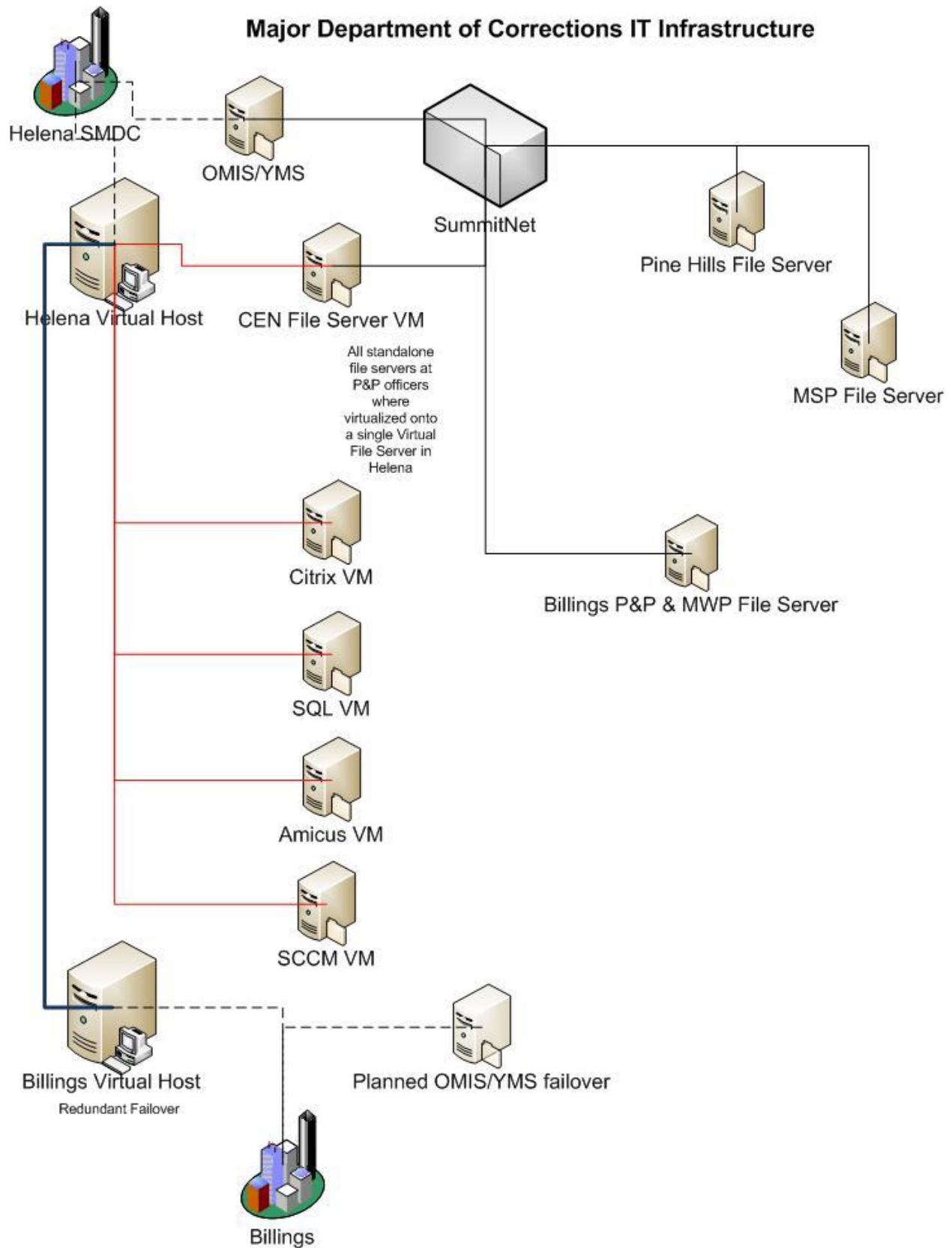
Without key business management involvement in the screening and prioritizing of these requests, we cannot effectively address the needs of the Department as efficiently as possible when we make the decision of which high priority task is the most important to focus on.

The Youth Services Division and the Adult Community Corrections Probation and Parole Bureau have implemented program specific OMIS or YMS users groups. These groups consists of division management, subject matter experts, and an IT representative who meet regularly to address current issues, business processes, and enhancement requests respective to their business areas.   All system change requests for those divisions are submitted to the IT division via these user groups: this has streamlined the request process for those divisions.

The next step is to request that the Probation and Parole process be elevated to cover the entire ACCD division and that Montana State Prison and Montana Women's Prison each form user's groups for the same purpose.   Once these groups are established a process will be put in place that all parties agree to for prioritizing the development requests.

In the event conflicts in major project priorities occur a steering committee made up of a member from each division will be formed and tasked with determining the Department priority for these projects.

8.2 Department IT infrastructure

Major Department of Corrections IT Infrastructure

Helena SMDC

OMIS/YMS

SummitNet

Pine Hills File Server

Helena Virtual Host

CEN File Server VM

MSP File Server

All standalone file servers at P&P officers where virtualized onto a single Virtual File Server in Helena

Citrix VM

Billings P&P & MWP File Server

SQL VM

Amicus VM

SCCM VM

Billings Virtual Host
Redundant Failover

Planned OMIS/YMS failover
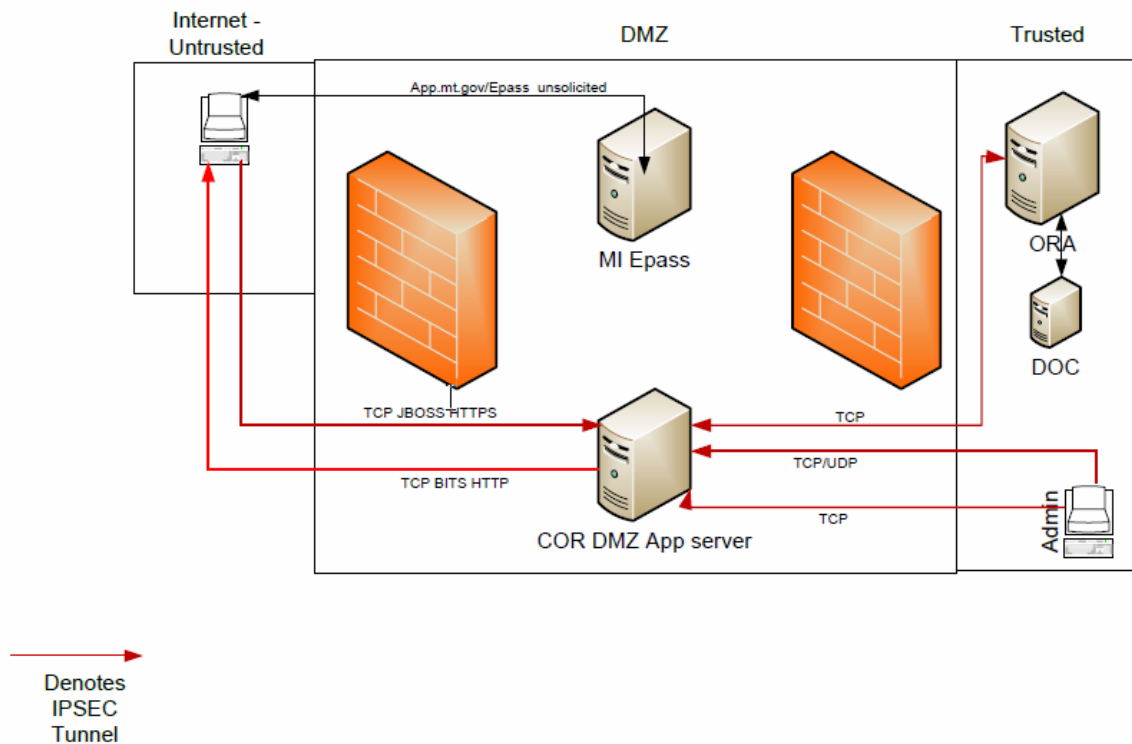
Billings

8.3 Department E-Pass architecture

The Department provides secure access to the Offender Management Information System (OMIS) to authorized persons utilizing the state government portal.

Epass Structure

8.3 Offender Digital Literacy

Digital Literacy and Technology Access for Adult and Juvenile Offenders

John Daugherty

October 2011

Technology is pervasive in our society and has revolutionized our lives at work and at home. It is hard to imagine going about our daily lives without access to the information and communications technology (ICT) that we have come to rely on. The US Department of Commerce published the "Digital Literacy fact sheet" on May 13, 2011, which includes the following:

> *"Ninety-six percent of working Americans use new communications technologies as part of their daily life, while sixty-two percent of working Americans use the Internet as an integral part of their jobs."*

The traditional methods of doing business continue to shift to the utilization of computerized and online methods and in many cases are being phased out so the only access available is online.

These advances in technology are also creating challenges for the Department of Corrections and the adult and youth offenders under our supervision. A digital divide is being created, one that must be addressed if we are to continue to meet our mission of promoting positive change in offender behavior and reintegrating offenders into the community.

The average Test of Adult Basic Education (TABE) score for male inmates at Montana State Prison is 8.3 (eighth grade, three months). On October 20, 2011 418 inmates (or about 30%) at Montana State Prison did not have a high school diploma or GED.

The Department's male and female facilities provide the education needed for offenders to obtain their GED prior to release as well as many vocational education programs that provide certification and job skills needed to obtain employment in the community.

GED testing in the State of Montana is moving from a paper based test to an online only test beginning January 1, 2014, which will eliminate the ability for offenders under our supervision to obtain their GED under the current system. A GED increases the chance of successful reentry into the community and it is imperative that we continue the GED programs within our facilities. Some of the vocational education certification programs are also moving to online only certification tests which will put these programs in jeopardy if we do not evolve our processes as well.

A University of Missouri news release Oct 3, 2011, titled "Prison Education Programs Reduce Inmate Prison Return Rate, MU Study Shows" contains the following statement relating to GED programs within the MO prison system:

> *"Jake Cronin, a policy analyst with the <u>Institute of Public Policy</u> in the <u>Truman School of Public Affairs</u> at the University of Missouri, studied Missouri Department of Corrections data and found that inmates who earned their GED in Missouri prisons were significantly more likely to find a job after prison and less likely to recidivate than inmates who did not. Cronin found the biggest jump in reduced recidivism rates, more than 33 percent, when he looked at inmates who earned a GED and acquired a full-time job after their release.*

"Employment proves to be the strongest predictor of not returning to prison that we found," Cronin said. "Those who have a full-time job are much less likely to return to prison than similar inmates who are unemployed. Recidivism rates were nearly cut in half for former inmates with a full-time job compared to similar inmates who are unemployed. Inmates who take advantage of the educational opportunities available to them in prison are more likely to find a job than those who do not."

The Pine Hills Youth Correctional Facility and Riverside Youth Correctional Facility both provide educational services to the youth they supervise and issue high school diplomas to youth that complete their education there.

Our youth facilities may be the only Montana school districts that are unable to utilize online training resources and teachers struggle with teaching students in a world where encyclopedias and other learning tools have moved online.

The white paper "Digital and Media Literacy: A plan for action" written by Renee Hobbs for the Aspen Institute in 2010 states:

"Juvenile offenders - Young people who experience the juvenile justice system may be among the most vulnerable to negative messages in the media because of the lack of supportive adults and other resiliency factors. But when exposed to digital and media literacy education, they can receive valuable benefits from using the power of media and technology for reflection and expression, building self esteem, advocacy and critical thinking skills."

The July 20, 2011 the "Pine Hills School Educational Review Report" prepared by Ken Stucker, an educational consultant, reports on the need for technology improvements in the school.

"There are some inherent risks with online accessibility in the school, but with the proper filters, supervision, and restrictions these risks should be manageable. Online access is badly needed for teachers in planning and carrying out lessons in conjunction with today's capabilities in technology. Online access to materials for remediation of reading and math skills would be extremely helpful to both students and staff. Online access would provide opportunities for students (under the proper supervision) to conduct research projects and access needed information. In addition, timely tech support is needed along with the updated equipment. Staff members must have timely access to tech support to resolve issues with equipment, software, filters, and networks."

The Department is required to provide our offenders with access to legal information that is also evolving in a direction of online only access and the cost of not moving in this direction may be prohibitive to the Department.

"Applying a Community Informatics Approach As Part of Rehabilitation in US Prisons" by Lassana Magassa, University of Washington (2010) sums up the issue we are facing when discussing the cost of exclusion.

"Providing certain groups with access to ICT's will not always be seen in a favorable light by existing authorities. This is certainly the case with the incarcerated. However, we are at a point where ICT is interwoven in virtually all social and economic activities, and the cost of consciously excluding them instead of investigating ways to equip them with digital literacy skills necessary to effectively operate in an information society can be detrimental. Digital exclusion has an estimated negative economic impact of $55

billion per year which can be felt in eleven areas -- Health Care, Education, Economic Opportunity, Civic Engagement, E-Government, Energy, Public Safety and Emergency Response, Transportation, Personal Financial Management, Consumer Benefits, and Personal Communications and Entertainment., Adding the impact of excluding prison inmates would magnify this. If continued, it may impose an even greater cost...being on the outside is worsened when being on the inside is made more efficient."

On October 9, 2011 a conversation with the Department Reentry Coordinator on this topic revealed the frustration of an offender whose reentry plan included going to a university when he returns to the community in order to pursue a degree. While working with the offender over the course of 8 month on his reentry plan the offender submitted an application to college via a paper application. The university responded that he needed to apply online and when they were informed that the offender was currently incarcerated and did not have access to the Internet he was advised to wait until he was released or have a friend on the outside submit the application for him.

Every day the Department balances the needs of rehabilitation and education programs with the security of the institutions and safety of the public. When the occasional breach of security occurs the incident is reviewed and any necessary changes are made without the cancellation of rehabilitation and educational programs.

Introducing technology and digital literacy programs into these programs will most certainly result in the occasional misuse of technology that must be dealt with in the same manner. We cannot allow the possibility that misuse will occur to put us in a position of doing nothing, anymore than we should ban all employee access because an employee may misuse the technology.

It is time that the Department of Corrections establishes an offender digital literacy working group to develop a plan to provide the tools needed for successful offender reentry in a digital world.

Montana Department of Corrections

Youth Services Division

Pine Hills Youth Correctional Facility High School

Riverside Youth Correctional Facility High School

Technology Plan – Phase I

November 2011

I. Vision and Related Goals and Objectives

The Education department and facility superintendent at both Pine Hills Youth Correctional Facility (PHYCF) and Riverside Youth Correctional Facility (RYCF) believe the use of technology in the classroom enhances the educational experience of all students

The role of technology in the classroom relates to the following student outcomes:

1. Improves test scores
2. Allows for development and practice of skills associated with creativity, innovation and communication
3. Improves technical literacy
4. Permits the daily practice of critical thinking skills in an electronic environment
5. Provides for the practice of communication skills
6. Affords the opportunity for motivating remediation and enrichment of the curriculum
7. Directly address the students learning style
8. Furthers a student's independent thinking skills

For the classroom teacher, technology supports the following results:

1. Encourages variety in classroom activities
2. Directly employs strategies targeting student learning modalities
3. Improves teacher efficiency and effectiveness
4. Makes available tools to better individualize the remediation and enhancement of the curriculum '
5. Satisfies the Montana Technology Standards and Instruction

II. Improved Student Learning through Integration of the Most Appropriate and Effective Technology and Digital Content

To facilitate improvement in student achievement, PHYCF and RYCF Schools will:

1. Encourage teachers to develop and provide students with activities that are electronic based and directly link to their curriculum.
2. Continue to provide opportunities to practice concepts and skills in all content areas such as Accelerated Reader, Accelerated Math, Lexia Phonics, and the GED Preparation Software Package
3. Instruct students in cyber security, cyber safety, and cyber ethics as well as educating minors in appropriate online behavior including interacting with other individuals on social networking websites, chat rooms, and cyber bullying.

III. Professional Development to Improve Staff's Knowledge and Skills to Integrate Technology into Instruction

So as to assure the integration and continued use of technology in the classroom, PHYCF and RYCF will inaugurate a permanent professional development program for all teachers to include:

1. The allocation of resources so teachers can attend specialized trainings and workshops relating to the integration of technology in their content areas.
2. The devotion of time for the development of classroom activities that directly enhances student learning and achievement.
3. The opportunity to increase the effectiveness of current and future instructional technology and digital content for student use.

IV. Equitable Access to Technologies and Technical Support

In order to ensure all students have access to the technological supports offered in the school setting, PHYCF and RYCF will see to the following:

1. Each classroom, where appropriate, will have at least one state standard computer for student use.
2. Classroom and laboratories that are heavily dependent upon individualized instruction will have a 1:1 student to computer ratio.
3. Each classroom will have one state standard computer and access to other digital content to support the curriculum for use by the teacher.
4. Portable projection devices - two per floor.

So as to guarantee the efficiency and effectiveness of the instructional technology, PHYCF and RYCF, will develop a plan for the acquisition, installation, training, and maintenance of technologies to include:

1. Access to a trained support staff.
2. Access to the department procurement guidelines.
3. Assess to outside support and assistance resources as determined necessary.

V. Implementation Strategies and Action Plan

In order to introduce and maintain new and existing technologies in the classroom, PHYCF and RYCF will implement the following strategies:

1. Replace all hardware on a five year rotation schedule with priority going to those classrooms specializing in individualized instruction and a learning laboratory environment
2. Ensuring use of most current software package possible, not using any software past the end of the product lifecycle.
3. Establish a systematic protocol for the surplusing of outdated and nonworking technology and digital content

VI. Data Storage:

1. Provide youth with thumb drives on which to save all school work, i.e. research, homework, etc.
2. Ensure the security of the thumb drives by having an accountability system that teachers will manage, i.e. turn in at end of class, count prior to youth leaving classroom.

Education Department Action Plans:

YEAR	OBJECTIVES
1	1. Complete an accurate inventory of the technological hardware. 2. Complete an accurate inventory of software packages currently in use. 3. Replace approximately 20% of the school's computers (as need determines). 4. Teachers research software packages to support the assigned curriculum. 5. Adopt and implement curriculum software packages in Science and Health/Physical Education to support Common Core Standards per MT Office of Public Instruction . .
2	1. Replace approximately 20% of school's computers (as need determines). 2. Adopt and implement curriculum software packages to support Common Core Standards per MT Office of Public Instruction in Math.
3	1. Replace approximately 20% of the school's computers (as need determines). 2. Adopt and implement curriculum software packages to support Common Core Standards per MT Office of Public Instruction in English.
4	1. Replace approximately 20% of the school's computers (as need determines). . 2. Adopt and implement curriculum software packages to support Common Core Standards per MT Office of Public Instruction in Vocational Technical Education. 3. Implement the technology surplus protocol or increase the number of computers per class room.
5	1. Replace approximately 20% of the school's computers (as need determines). 2. Adopt and implement curriculum software packages to support Common Core Standards per MT Office of Public Instruction in Social Studies and Life Skills. 3. Continue implementing the technology surplus protocol or increase the number of computers per classroom.
*	Refer to Attachment #1 for a precise implementation of the Action Plan per classroom.

Computer Placement - Current   Jan-2011   Attachment # 1

ROOM NUMBER		TEACHER	STUDENT	NOTES
101	Office Occupations /GED Skills	1	14	11 computers connected to school network 3 computers for multi-media projects
102	Special Education	1	6	2 computers not currently operating
103	ISS Room	NA	NA	
104	Math	1	0	
105	Teacher's Lounge	NA	NA	
106	Social Studies	1	4	Windows 98 machines
107	Special Education	1	6	2 DVD drives not working properly
108	Special Ed. Office	1	NA	Teacher computer is attached to facility network
109	Testing Room	NA	NA	
201	English/Media Arts	1	1	
202	Computer Lab	1	11	Unknown how many are currently functioning
203	Science	1	4	Windows 98 machines
204	English/GED	1	4	Windows 98 machines
205	Library	1	4	Teacher computer is attached to facility network
206	Life Skills	0	0	
207	Health	1	2	Windows 98 machines
208	Math	1	0	
209	Tech Lab	1	6	
	TOTALS	12	62	

Computer Placement - Proposed

ROOM NUMBER		TEACHER	STUDENT	NOTES
101	Computer Lab	1	10	10 computers connected to network
102	Special Education	1	3	
103	ISS Room	NA	NA	
104	Math	1	1	
105	Teacher's Lounge	NA	NA	
106	Social Studies	1	1	
107	Special Education	1	3	
108	Special Ed. Office	1	NA	Teacher computer is attached to facility network
109	Testing Room	1	2	
201	English/Media Arts	1	1	
202	Computer Lab	1	10	10 Computers connected to network
203	Science	1	1	
204	English/GED	1	1	
205	Library	1	4	Teacher computer is attached to facility network
206	Life Skills	1	0	
207	Health	1	0	
208	Math	1	0	
209	Voc Skills	1	8	
	TOTALS	16	45	

* Each classroom will have (1) state standard teacher computer and 1student computers (3:1 ratio students to computer).
  Exceptions are labs (room 101 and 202), special education classrooms (room 102 and 107), and tech lab (room 209).
*All student machines will be running Windows XP until teacher machines are upgraded or replaced with Windows 7 machines.

Computer Placement - Proposed   First Year

ROOM NUMBER		TEACHER			STUDENT			NOTES
		Currently	New	Reposition	Currently	New	Reposition	
101	Office Occupations /GED Skills	1			14	7		
102	Special Education	1			6	2		2 student computers unusable
103	ISS Room	NA			NA			
104	Math	1			0			
105	Teacher's Lounge	NA			NA			
106	Social Studies	1	1		4		3	
107	Special Education	1			6			
108	Special Ed. Office	1			NA			Teacher computer is attached to facility network
109	Testing Room	NA			NA			
201	English/Media Arts	1			1		2	
202	Computer Lab	1			11			
203	Science	1			4		4	
204	English/GED	1	1		4		4	
205	Library	1			4			Teacher computer is attached to facility network
206	Life Skills	0			0			
207	Health	1			4		2	
208	Math	1	1		0		3	
209	Tech Lab	1			6			
	TOTALS		3			9	18	2 student computers unusable

Older teacher machines

Windows 98 machines

* Each classroom will have (1) state standard teacher computer and 4 student computers (3:1 ratio students to computer).
  Exceptions are labs (room 101 and 202), special education classrooms (room 102 and 107), and tech lab (room 209).

*All student machines will be running Windows XP until teacher machines are upgraded or replaced with Windows 7 machines.

Computer Placement - Proposed　　Second Year

ROOM NUMBER		TEACHER			STUDENT			NOTES
		Currently	New	Reposition	Currently	New	Reposition	
101	Office Occupations /GED Skills	1	1		14		1	Teacher's repositioned & reformatted to student multi-media
102	Special Education	1			6			
103	ISS Room	NA			NA			
104	Math	1	1		0		4	
105	Teacher's Lounge	NA			NA			
106	Social Studies	1			3		1	
107	Special Education	1			6			
108	Special Ed. Office	1			NA			Teacher computer is attached to facility network
109	Testing Room	NA			NA			
201	English/Media Arts	1			3		1	
202	Computer Lab	1	1		11	7		Unknown how many are useable
203	Science	1			4			
204	English/GED	1			4			
205	Library	1			4			Teacher computer is attached to facility network
206	Life Skills	0		1	0		4	
207	Health	1	1		2		2	
208	Math	1			3		1	
209	Tech Lab	1			6			
	TOTALS		4	1		7	14	

Older teacher machines

Windows 98 machines

* Each classroom will have (1) state standard teacher computer and 4 student computers (3:1 ratio students to computer).
  Exceptions are labs (room 101 and 202), special education classrooms (room 102 and 107), and tech lab (room 209).
*All student machines will be running Windows XP until teacher machines are upgraded or replaced with Windows

SECTION 9: ADDITIONAL INFORMATION - OPTIONAL

Other types of information that support the agency's IT Plan. Some examples might include other COI participation, reference to other IT plans such as GIS plan, eGovernment plan, security plan, staffing issues and constraints, etc.

9.1 Risks

Risk 1:

Funding is a large factor in the success of the ITD mission. We can move forward and continue to make improvements in our existing systems and provide all service, hardware and software updates possible. However, if there is a significant swing in the offender population these funds may be frozen and/or utilized for the day to day operations of providing services to offenders. Additionally, mitigating shortfalls requires ITD to choose among critical areas such as staff training and maintaining support contracts.

Impact:

This depends on the time of the year and how much funding is impacted. It may require additional manpower to support systems if they are not replaced when planned, it could delay planned upgrades, or impact our ability to travel to provide support.

Mitigation Strategy:

The Mitigation will depend on the impacts of what funding was frozen. This will need to be evaluated on a case by case basis.

Risk 2:

Changes to business objectives and/or priorities also present a risk. Corrections is constantly evolving and expanding into new options for providing services to our diverse offender population. As these new programs develop the changes may require a restructuring of the applications and services we provide.

Impact:

The cost of new facility implementations, changes to application code and increase of service provisions.

Mitigation Strategy:

ITD management must keep as informed as possible about the direction of the Department and plan for support of changes as far in advance as possible.

Risk 3:

Appropriate staffing level also plays a role in the success of the ITD mission. Currently we do not have dedicated FTE in all positions that are needed.   Current staff performs many responsibilities that are commonly distributed among separate positions. Development staff commonly conducts the requirements analysis, the programming; develop the test plan, quality assurance, training, and deployment planning.   When these staff members are no longer available or leave the Department, it leaves a large void with the depth of duties they are expected to perform.

There is also an increased need to provide more technology in the facilities that relate to inmates which is very difficult with the existing staff level.

Impact:

There may be delays in service delivery while staff members are performing other duties.

Mitigation Strategy:

We will request funding for the FTE to fill the most critical of these   If we do not get increased staffing we will continue to operate at our current level and provide the best service possible with the resources at our disposal.

SECTION 10: PLAN UPDATES

April 13, 2012 – plan submission per MCA 2-17-527(3)

- Submitted plan to DOA SITSD